# RECRUITING AND RETENTION UPDATE

## 109th Congressional Staff Conference
## 13-14 April 2005

Gen. Dan K. McNeill, head of U.S. Army Forces Command, with 3rd Infantry Division Commander Maj. Gen. William G. Webster, administers the Oath of Enlistment to 177 Soldiers during a ceremony at the Camp Taji, Iraq, airfield April 3.

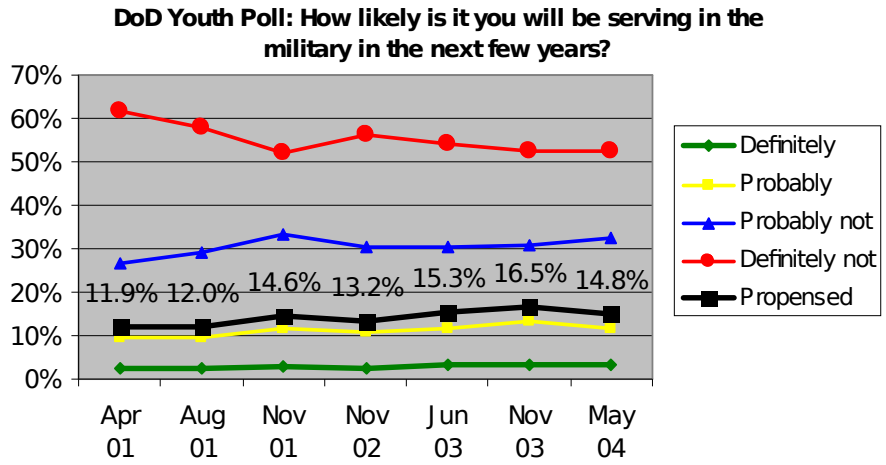
# PURPOSE

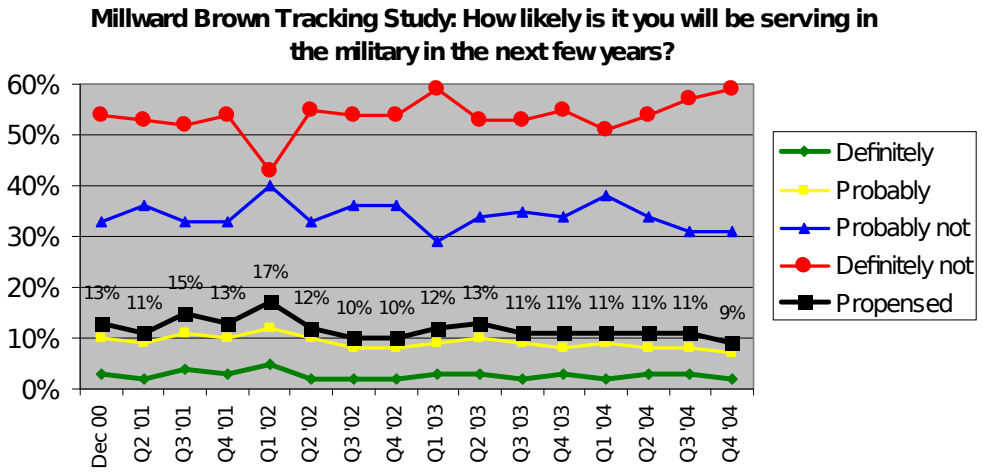
Provide a Recruiting and Retention Programs Update.

# FY05/FY06 Recruiting Environment

- **Improving Economy**
- **Global War on Terror**
  - **Decreasing youth propensity and influencer willingness to recommend service**
  - **The Army "Product" changed in public's eye**
- **Growing the Army**
  - **GWOT and Transformation**
  - **Congressional mandate to 502K end strength**
    - **Increased accession missions (first was an in the year of execution increase from 72,500 to 77,000)**
    - **Secondary effects - Reduced/lower starting inventory (Delayed Entry Program) for FY05 – will carry over into FY06**
- **Other Services Force Shaping effects**

# Declining Youth Propensity

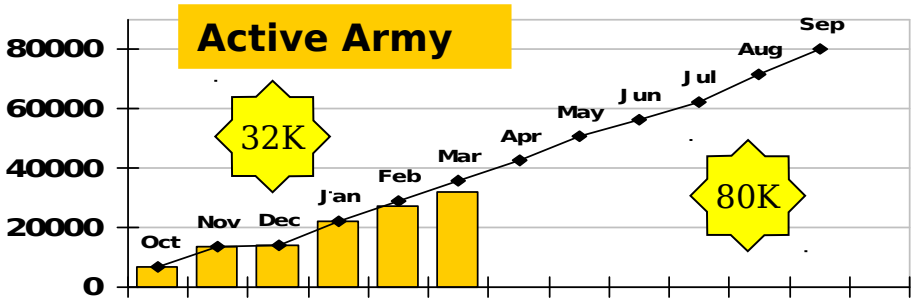



- **Positive propensity to join the military is showing a significant drop, with rejection at an historic high**
- **Of concern is the fact that the propensed are more likely to change their minds about joining if their family objects**

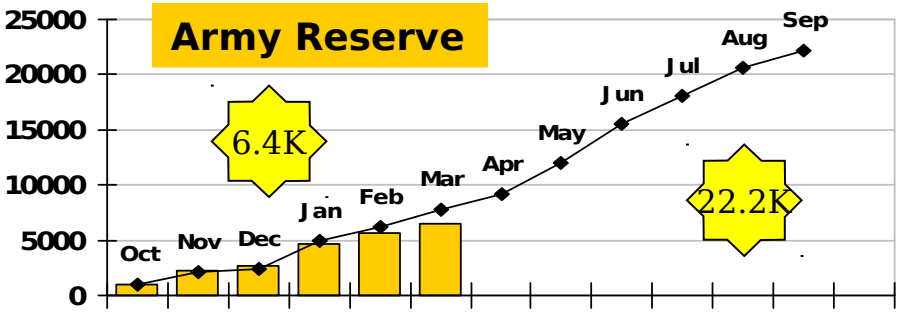
Data: DoD Youth Poll and Millward Brown Ad Tracking

# FY05 Recruiting Programs



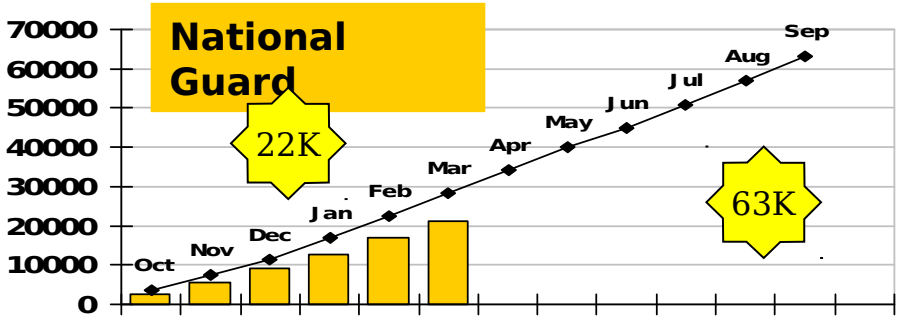

**Active Army –**

- ✓ Currently achieved 15.9% of April recruiting goal of 6,600
- ✓ Achieved 89% of year to date Regular Army enlisted accession goal of 35,985 (thru March 2005)
- ✓ Quality marks (Accessions + DEP) currently above Army Goals except for TSC IV. Currently 90% HSDG / 73% TSC I-IIIA / 2.08% TSC IV. (Goal is ≥90%/ ≥67%/ ≤2%)
- ✓ Probable RA monthly goal shortfalls April-May, however, expect to achieve FY accession mission.




**Army Reserve –**

- ✓ Currently achieved 15.6% of April recruiting goal of 1,355
- ✓ Achieved 82.3% of year to date Army Reserve enlisted recruiting goal of 7,830 (thru March 2005)
- ✓ Quality marks (Accessions + DEP) currently above Army Goals except for TSC IV. Currently 92% HSDG / 71% TSC I-IIIA / 2.08% TSC IV. (Goal is ≥90%/ ≥67%/ ≤2%)
- ✓ FY accession mission at serious risk.




**Army National Guard –**

- ✓ Achieved 88% of March recruiting goal of 5,933.
- ✓ Achieved 77% of the National Guard's Year to date enlisted accession goal of 28,302
- ✓ Quality marks are not within Army goals at 83% HSDG / 56% TSC I-IIIA / 4.0% TSC IV. (Goal is ≥90%/ ≥67%/ ≤2%) (Thru JAN 05)

*- HSDG= High School Diploma Grad/TSC= Test Score Category*
*- AR and NG data updated NLT 10th of each month*
*- Slide data as of 07 April 2005*

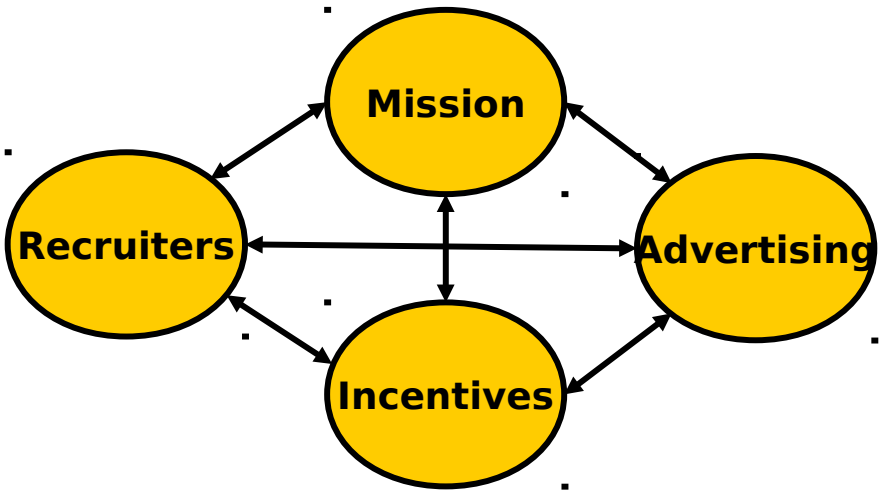
# Recruiting Action Plan

## Active/Reserve Component Recruiting Levers

**FY05**

**RA = 80,000 Mission**
**AR = 22,175 Mission**
**NG = 63,000 Mission**

**All components increasing recruiter fills**

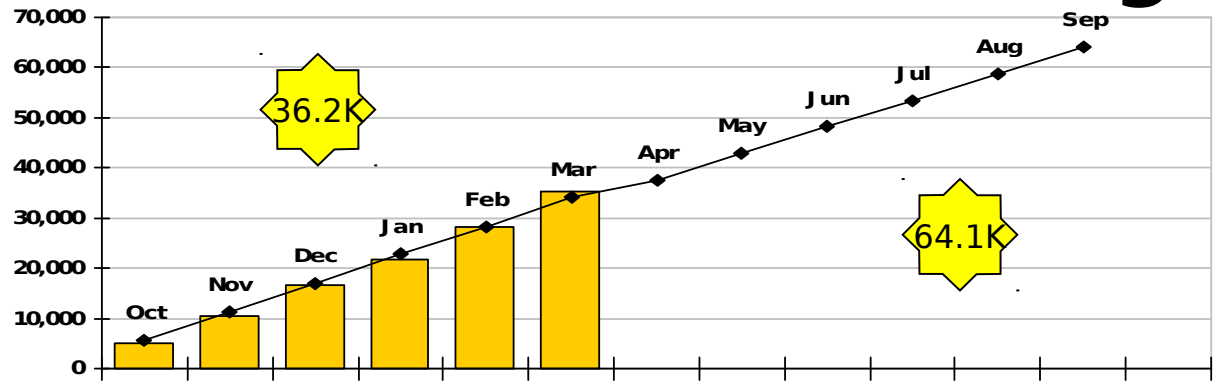



- **All components increasing Advertising efforts**
  - **Direct Response TV**
  - **On Line Media**
  - **Direct Mail**
  - **Local Advertising**
  - **Special Recruiter Assistance Program**
  - **NCSA**
  - **Event Marketing**

**Reshaping incentives to attract high quality men and women to serve in the Army including Quick Ship bonuses, enlistment bonuses, Increased Army College Fund and Prior Service bonuses.**

**Working the authority to raise Enlistment bonus caps to $40K for all components, allow an affiliation bonus for AC enlisted soldiers transitioning to the RC**

# FY05 Retention Program Update



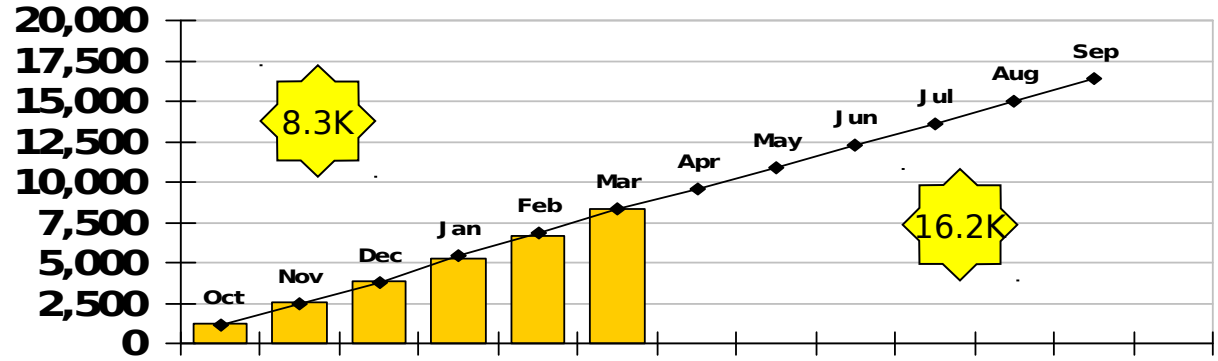

**Active Army – Analysis Thru 6 Apr 2005**

✓ The Active Army has reenlisted 36,156 Soldiers toward a YTD mission of 34,086 and an overall FY05 mission of 64,162.

✓The current production represents:

106.1% of Glide

56.4% of FY05 mission



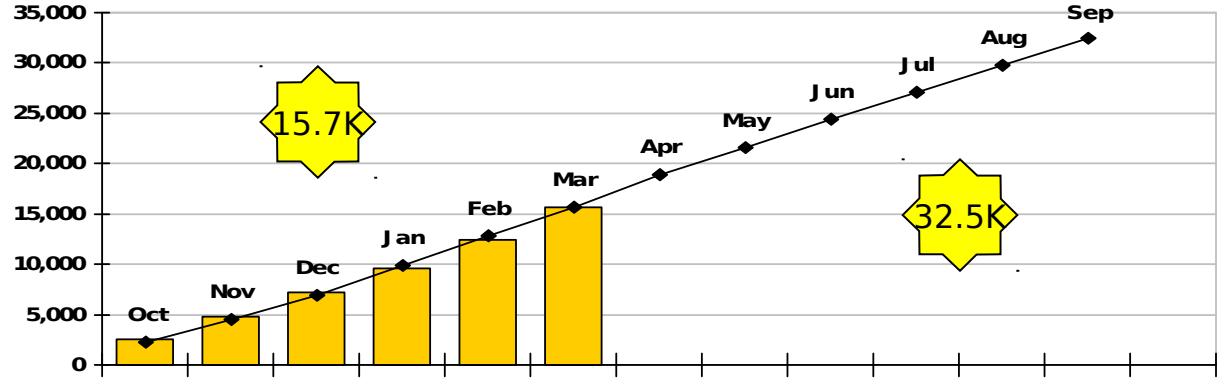

**Army Reserve - Analysis (Thru Mar)**

✓ The Army Reserve has reenlisted 8,291 Soldiers toward a YTD mission of 8,294 and an overall FY05 mission of 16,248.

✓ The current production represents:

100.0% of Glide

51.0% of FY05 Mission




**Army National Guard - Analysis (Thru Mar)**

✓The Army National Guard has reenlisted 15,689 Soldiers toward a YTD mission of 15,728 and an overall FY05 mission of 32,570.

✓ The current production represents:

100% of Glide

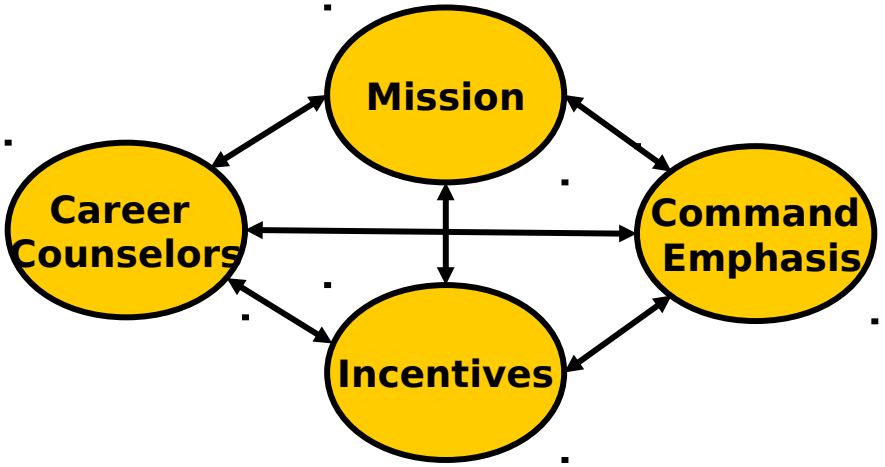
48.2% of FY05 Mission

# Retention Action Plan

## FY 05

**RA = 64,162**
**AR = 16,248**
**NG = 32,570**

- **Force Stabilization Impact**
- **AC/RC Transition Mission**
- **Career Counselor manning**




- **G-1 communication to Senior Army Commanders**
- **Retention STRATCOM**
- **Congressional Support for Bonus authority updates**

- **SRB Program Updates (UA Build/Deployed Force)**
- **Consolidation of Bonus Authorities for RC**
- **Working authority to increase affiliation bonuses to $10K to support the AC to RC enlistments**
- **Approved 12-month stabilization policy for AC Soldiers who transition to the RC**

# FY 05 Resources

| | | Budget | Supplemental / Title IX |
|---|---|---|---|
| **Recruiting Incentives** | **AC** | $198.0 M | $70.6 M |
| Includes bonuses and | **AR** | $96.7 M | $8.9 M |
| educational incentives | **NG** | $268.4 M | $47.0 M |
| **Total Recruiting Incentives $** | | **$563.1 M** | **$126.5 M** |
| **Recruiting Support:** | **AC** | $458.1 M | $40.9 M |
| Includes essential equipment, recruiter | **AR** | $43.0 M | $0.0 M |
| stations, and transportation | **NG** | $47.5 M | $130.7 M |
| **Total Recruiting Support $** | | **$548.6 M** | **$130.7 M** |
| **Advertising:** | **AC** | $200.6 M | $0.0 M |
| Includes Marketing and Branding | **AR** | $53.3 M | $0.0 M |
| | **NG** | $42.4 M | $26.7 M |
| **Total Advertising $** | | **$296.3 M** | **$26.7 M** |
| **Total Recruiting** | **AC** | $856.7 M | $111.5 M |
| | **AR** | $193.0 M | $8.9 M |
| | **NG** | $358.3 M | $204.4 M |
| **Total Recruiting $** | | **$1,408.0 M** | **$324.8 M** |
| **Retention Incentives:** | **AC** | $100.8 M | $134.4 M |
| Includes the SRB and CSRB | **AR** | $16.5 M | $0.0 M |
| | **NG** | $36.4 M | $7.0 M |
| **Total Retention** | | **$153.7 M** | **$141.4 M** |
| **Total Budget** | **AC** | $957.5 M | $245.9 M |
| | **AR** | $209.5 M | $8.9 M |
| | **NG** | $394.7 M | $211.4 M |
| **Total Budget $** | | **$1,561.7 M** | **$466.2 M** |

**FY 05 Objectives**

| Missions | AC | AR | NG |
|---|---|---|---|
| **Recruiting** | 74K | 22K | 63K |
| Actual | **80K** | | |
| **Retention** | 55K | 16K | 33K |
| Actual | **64K** | | |
| **End Strength** | 482K | 205K | 350K |
| Actual | **502K** | | |

# FY06 Presidents Budget

| | | Budget |
|---|---|---|
| **Recruiting Incentives** | **AC** | $219.3 M |
| Includes bonuses and | **AR** | $175.6 M |
| educational incentives | **NG** | $322.4 M |
| **Total Recruiting Incentives $** | | **$717.3 M** |
| **Recruiting Support:** | **AC** | $611.0 M |
| Includes essential equipment, recruiter | **AR** | $43.5 M |
| stations, and transportation | **NG** | $59.4 M |
| **Total Recruiting Support $** | | **$713.9 M** |
| **Advertising:** | **AC** | $188.0 M |
| Includes Marketing and Branding | **AR** | $52.0 M |
| | **NG** | $76.4 M |
| **Total Advertising $** | | **$316.5 M** |
| **Total Recruiting** | **AC** | $1,018.3 M |
| | **AR** | $271.2 M |
| | **NG** | $458.2 M |
| **Total Recruiting $** | | **$1,747.6 M** |
| **Retention Incentives:** | **AC** | $121.5 M |
| Includes the SRB and CSRB | **AR** | $14.5 M |
| | **NG** | $48.8 M |
| **Total Retention** | | **$184.8 M** |
| **Total Budget** | **AC** | $1,139.8 M |
| | **AR** | $285.7 M |
| | **NG** | $507.0 M |
| **Total Budget $** | | **$1,932.0 M** |

**FY06 Missions**

| | AC* | AR | NG |
|---|---|---|---|
| **Recruiting** | 74K | 22K | 63K |
| Actual | **80K** | | |
| **Retention** | 55K | 16K | 34K |
| Actual | **64K** | | |
| **End Strength** | 482K | 205K | 350K |
| Actual | **512K** | | |

# FY 06 Emerging Resource Requirements

| | | |
|---|---|---|
| **Recruiting Incentives**<br>Includes bonuses and educational incentives | **AC**<br>**AR**<br>**NG** | $14.5 M<br>$58.0 M<br>$0.0 M |
| **Total Recruiting Incentives $** | | **$72.5 M** |
| **Recruiting Support:**<br>Includes essential equipment, recruiter stations, and transportation | **AC**<br>**AR**<br>**NG** | $62.7 M<br>$4.6 M<br>$103.0 M |
| **Total Recruiting Support $** | | **$170.3 M** |
| **Advertising:**<br>Includes Marketing and Branding | **AC**<br>**AR**<br>**NG** | $51.0 M<br>$9.3 M<br>$44.0 M |
| **Total Advertising $** | | **$104.3 M** |
| **Total Recruiting** | **AC**<br>**AR**<br>**NG** | $128.2 M<br>$71.9 M<br>$147.0 M |
| **Total Recruiting $** | | **$347.1 M** |
| **Retention Incentives:**<br>Includes the SRB and CSRB | **AC**<br>**AR**<br>**NG** | $18.6 M<br>$10.0 M<br>$0.0 M |
| **Total Retention** | | **$28.6 M** |
| **Total Budget** | **AC**<br>**AR**<br>**NG** | $146.8 M<br>$81.9 M<br>$147.0 M |
| **Total Budget $** | | **$375.7 M** |

# The Communications Program Focuses on the Prospect and Influencer, Driving Them Along the Communications Continuum To Meet With a Recruiter

**What We Need To Do** ← → **What We Want The Prospect to Do**

**Understand Prospect Wants and Needs**

**Understand Costs to Satisfy Prospect & Influencer Wants and Needs**

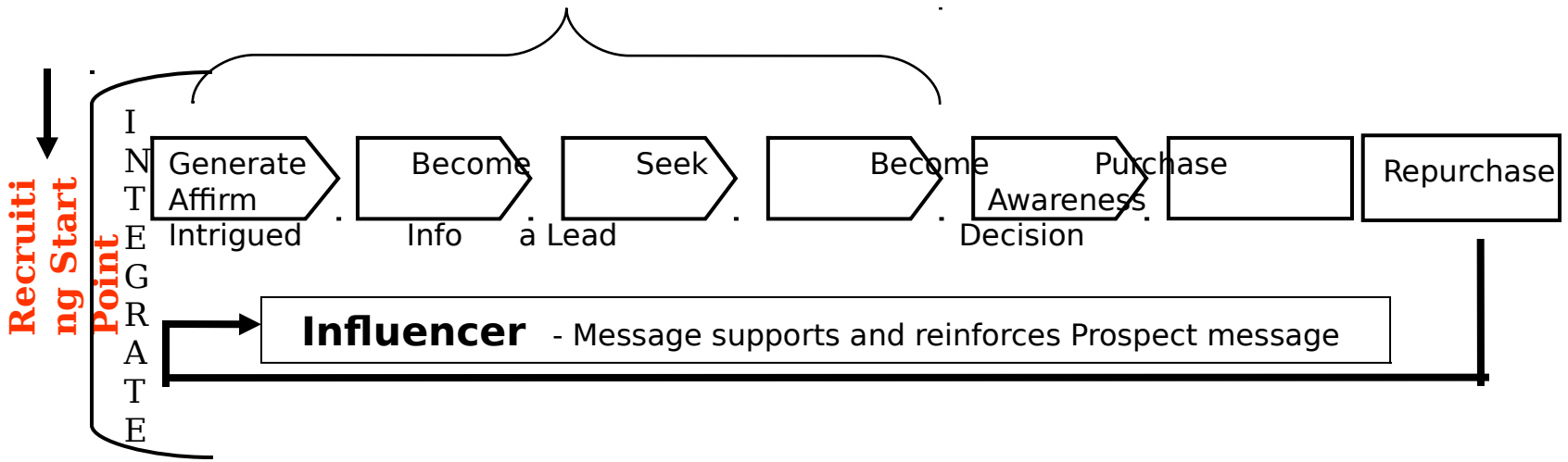
**Communicate Benefits How and When the Prospect and Influencer Wants**

**Be Convenient Be There How and When the Target Wants**

**Find Our Qualified Prospect**

**Convince the Prospect**

**Act**



# Major Recruiting Advertising Support Elements

| | **FY 05 $(M)** |
|---|---|
| **Television, Print, Radio** | **$69.2** |
| **Recruiting Related Public Relations Outreach** | **$11.3** |
| **Events** (National and Local) | **$39.8** |
| **Direct Marketing** | **$28.4** |
| **Local Marketing** | **$57.2** |
| **Web** (*GoArmy.com* + Online) | **$24.1** |
| **All Other** | **$24.0** |

# The Way Ahead

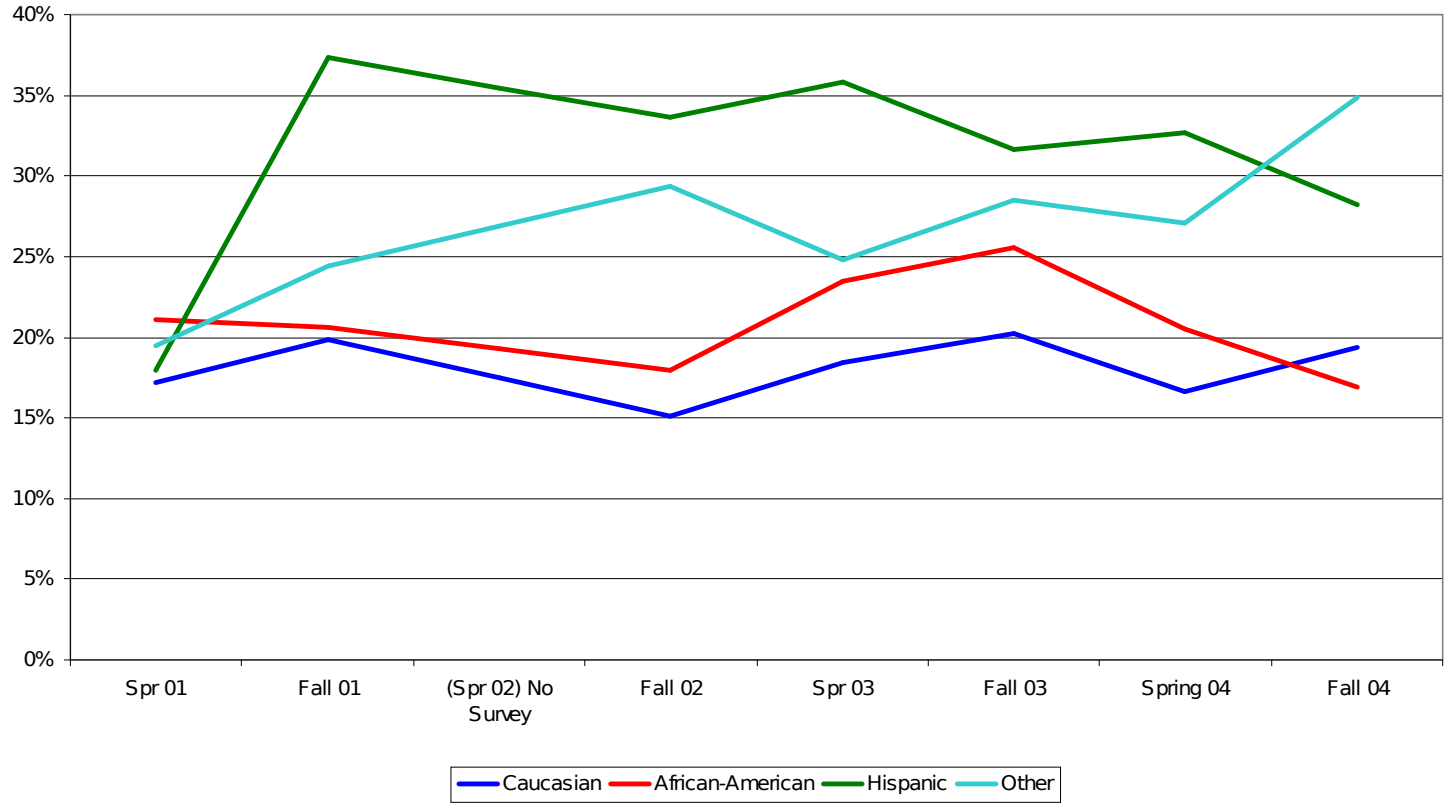
- **The Army continues to face issues head on – using all of the tools available.**
- **Continued Congressional support is critical for Army success.**
  - **Legislative support to consolidate enlistment and reenlistment authorizations for all components**
  - **FY05 Supplemental**
  - **President's FY06 Budget**
- **Congressional support to influence the influencers.**

Secretary of Defense Donald Rumsfeld administers the Oath of Enlistment to Soldiers of the 2nd Bde, 10th Mountain Division at Camp Liberty, Iraq

# BACKUP

# RA Propensity Trends by Race/Ethnicity

## (16-21 Yr Old Males)



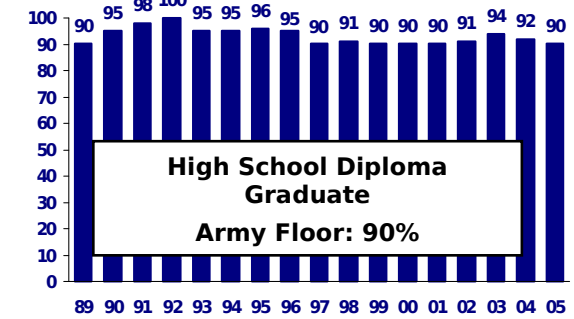

Source: DoD Youth Polls

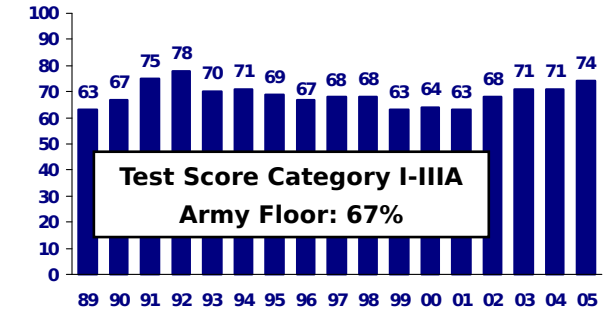
# Sustaining a Quality Force

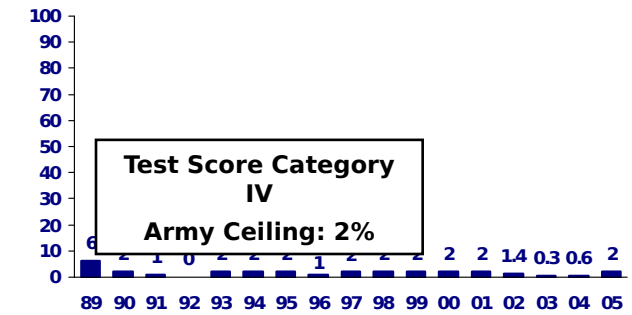
**Congress**
Test Score Category IV - <20%
High School Diploma Graduate - None
Test Score Category I-IIIA - None
*High School Graduate - < 35%

**DOD**
Test Score Category IV - <4%
High School Diploma Graduate - >90%
Test Score Category I-IIIA - >60%

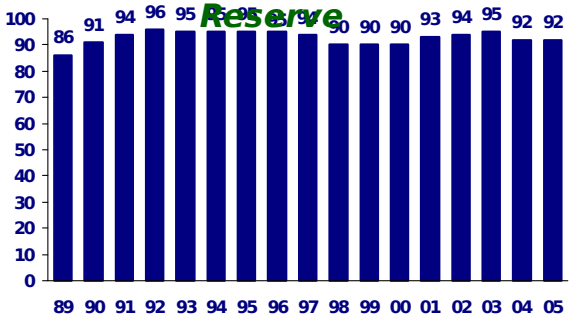
## Regular Army

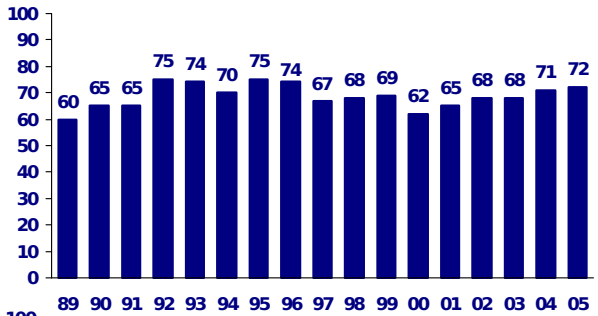


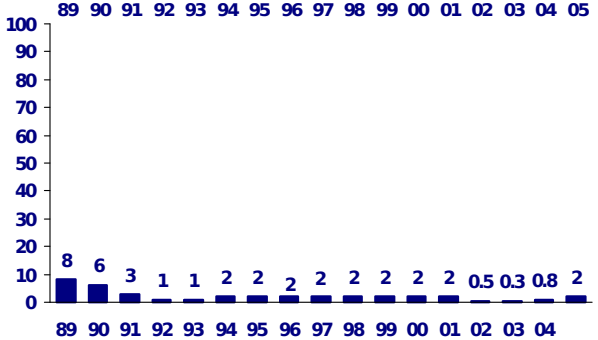



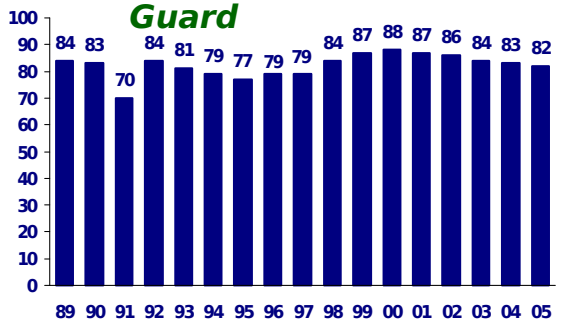

## Army Reserve

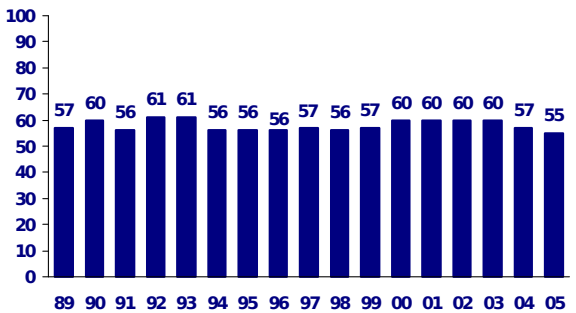


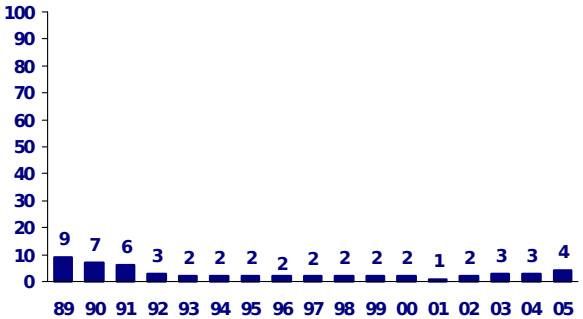




## Army National Guard



# AC Enlistment Incentives as of 4 April 05

| | | |
|---|---|---|
| Level 1 | $4000/7/12/16/20000 | 11X, 13F, **18X**, 89D, 92F |
| Level 2 | $4000/6/10/14/16000 | 13B, **13D**, 13M, 92G, **98X** |
| Level 3 | $3000/5/8/12/14000 | 13R, 14J, 19D, **25S, 88M**, 92R |
| Level 4 | $2000/4/6/8/12000 | **31E**, 35E, 35F, 52D, **63B**, 63M, 97B |
| Level 5 | $1000/3/4/6/8000 | 13P, **21U**, 25F,25P, 45K, **63J, 74D, 89B, 92W** |
| Level 6 | $0/2/3/4/6000 | 13S, **13W**, 14E, **14T**, 21B, **21C, 25U**, 35A, 35T, 62B, 63D, **91W, 96B**, 97E |
| Level 7 | $0/1/2/3/4000 | **19K**, 25D, **31B**, 35H, 35M, 88H |
| Level 8 | ACF | **25Q**, 14S, 15D, 15G, 21V, **25B, 25L, 33W**, 35P, 35S, 35T, 42R, 42S, 45G, **63A**, 63H, **91K, 92A, 92S, 92Y** |

**NOTES:** Seasonal Bonus $6/3/1K, & $14K for Lvls 1-3; HiGrad Bonus $3/6/7/8K

- Seasonal Bonus available for TSC IIIB,Tier II(I-IIIA) and PS –same amounts as above
- Blue to Green Bonus $10K for Lvls 1-3, $5K for Lvls 4-8; ACASP bonus $3K for select language MOS
- Term of Service CAPS: $6,000-2yr; $10,000-3yr ($20,000 select MOS); $20,000 - 4/5/6yr enl.

Note- Highlighted MOS have historically been on the listing

# AC Reenlistment Incentives as of 4 March 05

| | |
|---|---|
| $10,000 | 11B, 11C, 13D, 13F ,13R, 13S, **13W**, 14E, 14J, 14T, 15H ,15N, 15R ,15U, **19**<br>21B ,**21C**, 21D, 21F, 21L, **21M** ,21R, 21S, 21U, **21W**, 25B, **25C**, 25U, 31B, 3<br>35A, 35D, 35F, 35H, 35M, 35R, 35W, 44B, **45G**, 45K, 46Q, 46R, 52C, 52D, 6<br>63B, 63D, 63E, **63J**, 63M, 74D, 79R, 88H, 88K, **88M, 88N**, 89B, 91P, **91R,**<br>91W, 92F, 92G, **92L**, 92M, 92S, **92W**, 96B, 96D, 96U, **97B**, 98C, 98G, 98J, 9 |
| $20,000 | 37F, 97E, Special Ops Command, Ranger Regiment, 160th SOAR |
| $30,000 | 25S, **89D, Special Forces** |
| $40,000 | Special Units |
| Up to $150,000 | Retirement Eligible Special Forces |
| Up to $50,000 | 21D, 21P, 25S, 37F, 88M, 89D, 96D, 96U, 97E, 98G Arabic Dialect Only |

All Soldiers reenlisting Iraq, Kuwait or Afghanistan can receive a bonus up to $15K.

Soldiers reenlisting for select Units of Action in select MOSs can receive a bonus up to
in order to man the unit at 100% for a 3 years life cycle.

Soldiers who convert to 79R (Career Recruiter) can receive a $2K Bonus.

Note- Highlighted MOS have historically been on the listing

# CRITICAL MOS LIST - AR

| MOS | Title |
|---|---|
| 42A | Human Resource Specialist |
| 88M | Motor Transport Operator |
| 92F | Petroleum Supply Specialist |
| 74D | Chemical Operations Specialist |
| 91W | Health Care Specialist |
| 92Y | Unit Supply Specialist |
| 21W | Carpentry and Masonry Specialist |
| 97E | Human Intelligence Collector |
| 25B | Information Systems Operator Analyst |

# CRITICAL MOS LIST - NG

| MOS | ASI | Title |
|---|---|---|
| 11X | | Infantryman |
| 88M | | Motor Transport Operator |
| 13B | | Cannon Crewmember |
| 63B | | Light-Wheel Vehicle Mechanic |
| 92A | | Automated Logistical Specialist |
| 92Y | | Unit Supply Specialist |
| 91W | | Health Care Specialist |
| 21B | | Combat Engineer |
| 31B | | Military Police |

# USAR and ARNG Reenlistment Incentives as of 4 March 05

Reenlistment/extension bonus for Soldiers in designated MOS and/or units
- $15K for a six-year reenlistment
- $7.5K for an initial three-year reenlistment and
- $6K for a subsequent three-year reenlistment

NOTE: Soldiers can receive more than one reenlistment bonus during a career

- Affiliation Bonus for enlisted Soldiers transitioning from AA to the SELRES -- $50 for each mo remaining military statutory obligation
- MOS Conversion Bonus - $2K to convert to under strength MOS
- Selective Reenlistment Bonus (SRB) for USAR AGR Soldiers in designated MOS

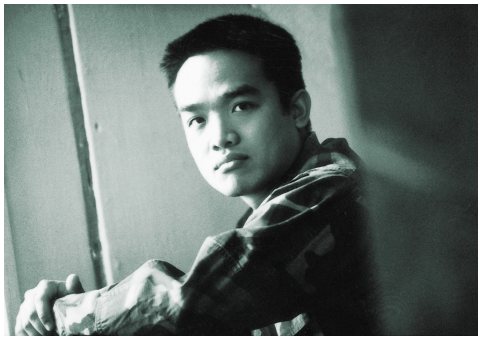
- Authority to increase the Affiliation Bonus to $10,000 has been requested in the NDAA 05 Su

# ENLISTED ACCESSIONS & RETENTION

| Accession Challenges | Initiatives to Overcome The Challenges | Current Outcome |
|---|---|---|
| Increased Mission | Increased force structure<br>Increased incentive and advertising program<br>Review policies | Cautiously optimistic of all FY05 accession missions<br>(RA = 80K, AR=22.1K, ARNG=63K) |
| Recruiter Fill | Increased Recruiter Force Structure<br>Changed assignment priority<br>Stabilized Recruiters<br>Increased training capacity and tempo | AC Recruiters on station EOM JAN 05<br>NG Recruiters on station EOM DEC 04<br>AR Recruiters on station EOM OCT 05<br>(AC Filling until them) |
| Training Seats | Expand training capacity<br>Training Seat adjustment<br>Wartime POI | Training seats are in the right place and at the right time to support mission flows |
| **Retention Challenges** | **Initiatives to Overcome The Challenges** | **Current Outcome** |
| Increased Mission | Increased incentives<br>STRATCOM - Increased emphasis on program<br>Fill RC Career Counselors | Successful completion of all FY05 retention missions<br>(RA = 64.2K, AR=16.2K, ARNG=32.5K) |
| Impact of Multiple Deployments | Conduct surveys<br>Conduct site visits to returning and resetting units<br>Review of reenlistment propensity<br>Stabilization policy | Proactive program adjustments |
| Uncertain Environment | Update to RC Bonus authorities<br>Establish UA Build and Reset initiatives<br>Leveraging Incentives | Deployment Reenlistment Bonus raised to $15K for all components |
| AC/RC Transition | Increased AC/RC Transition Mission to 39%<br>Increase of affiliation bonus<br>Stress importance of mission to Career Counselors | Keeps trained / experienced Soldiers in the Army |

# Demographic Profile

## FY05 Applicant



**RA**

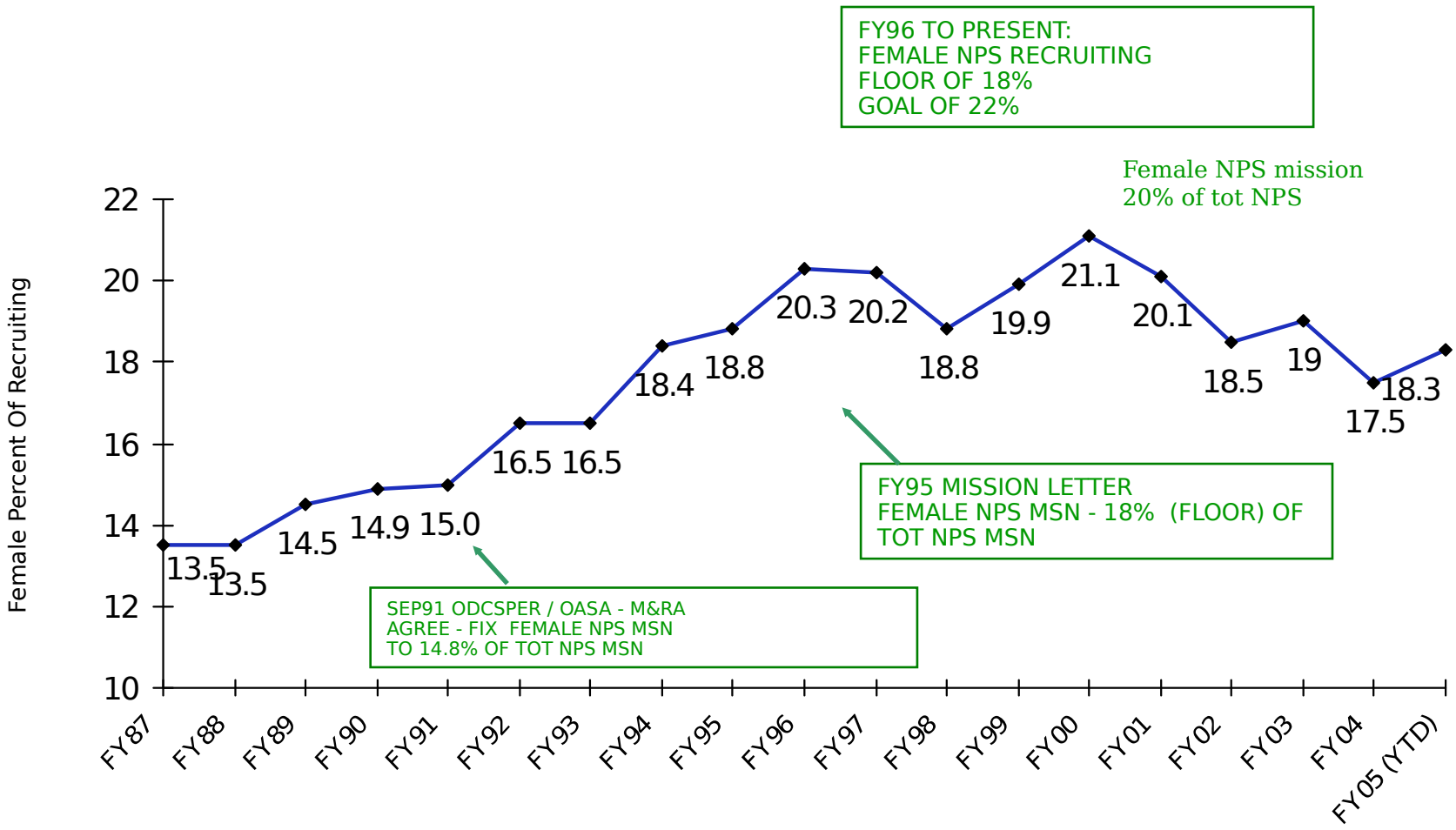
- Male (82.9%)
- Caucasian (67.6%)
- African Am (14.0%)
- Hispanic (12.9%)
- API/Other (5.5%)
- Single (81.6%)
- Seniors (17.6%)
- Average Age: 21.6 yr
- Education: 12.1 yr
- TSC I-IIIA: 69.8%
- Average AFQT: 61.1
- Average GT: 107.2
- Term: 3.80 yr

**AR**

- Male (75.5%)
- Caucasian (61.9%)
- African Am (18.8%
- Hispanic (13.2%)
- API/Other (6.1%)
- Single (75.8%)
- Seniors (7.4%)
- Average Age: 23.7
- Education: 12.0 yr
- TSC I-IIIA: 67.7%
- Average AFQT: 60
- Average GT: 106.7

Based upon Command Volume Contracts
As of RCM Mar 05

# Female Recruiting Trend




**Though female propensity is down, FY04 and FY05 female enlistments have been affected by the Army's mission increase involving mostly Combat Arms MOS**